



LOS ANGELES COUNTY DEPARTMENT OF MENTAL HEALTH  
550 S. VERMONT AVE., LOS ANGELES, CA 90020 HTTP://DMH.LACOUNTY.GOV



MARVIN J. SOUTHARD, D.S.W.  
Director

ROBIN KAY, Ph.D.  
Chief Deputy Director

RODERICK SHANER, M.D.  
Medical Director

February 5, 2014

TO: Each Supervisor

FROM: Marvin J. Southard, D.S.W.  
Director

SUBJECT: **STATUS REPORT ON THE IMPLEMENTATION OF THE INTEGRATED  
BEHAVIORAL HEALTH INFORMATION SYSTEM**

On October 18, 2011, your Board approved the Integrated Behavioral Health Information System (IBHIS or System) Agreement with Netsmart Technologies, Inc. (Netsmart), to provide a product that will enable the Department of Mental Health (DMH) to meet the federal and State mandates for an Electronic Health Record (EHR) and meet County's Strategic Plan goal to achieve a seamless electronic exchange of selected health and human services data across County providers. In order to provide you with a clear picture of the current state of the project, attached is the status report for the months of August through December 2013.

If you have any questions or need additional information, please call me at (213) 738-4601, or your staff may contact Robert Greenless, Ph.D., DMH Chief Information Officer, at (213) 251-6481.

MJS:RK:MM:RG

Attachment

c: Health Deputies  
Chief Executive Office  
Executive Office, Board of Supervisors  
County Counsel  
Contracts Development and Administration Division, DMH

**REVIEWED BY:**

Richard Sanchez  
Chief Information Officer

2-12-14  
Date



# COUNTY OF LOS ANGELES DEPARTMENT OF MENTAL HEALTH CHIEF INFORMATION OFFICE BUREAU PROJECT STATUS REPORT

## A. General Information

**Project Title:** Integrated Behavioral Health Information System (IBHIS)

**Prepared by:** Adrina Moreno - IBHIS Project Manager

**Date Prepared:** January 9, 2014

**Reporting Period:** From: August 1, 2013

**To:** December 31, 2013

**Estimated Completion Date:** September 30, 2014

**Project is:** ☐ On Schedule ☐ Ahead of Schedule ☒ Behind Schedule ☐ Completed

*If the project is Behind Schedule, explain why, (e.g., changes to scope, constraints outside project team's control, vendor delays, resource constraints, business processes, and major deliverables not completed). Include the impact of the delay and plans for re-alignment.*

- See Section B (Current Activity Status) for detailed explanation.

## B. Current Activity Status

*Provide a high level summary of current activities. Express factual description of current activities in a bulleted list.*

- This status report provides the current IBHIS activity status after a four-month delay in delivering these reports. Reports for August, September and October were prepared but they were not delivered timely due to procedural errors; the information in those reports is now outdated and irrelevant. In addition, the project was focused on transitioning to Pilot 1 Test in the live environment in December, and as a result all resources were committed to that activity. This report provides the activity status as of the end of December.
- On December 17, 2013, the Board approved Amendment Number Two to the IBHIS Agreement. Amendment Number Two adds \$6 million in Pool Dollars for County-requested Other Professional Services/Change Notices; increases the Contract Sum to a total of \$99,316,793; and adds/updates certain other County-required provisions of the Agreement. Additionally, Amendment Number Two excludes certain Deliverables from the holdback provision; redistributes \$1.8 million into a new Deliverable (Pilot 1 Production Use), originally tied to Final System Acceptance; and modifies Maintenance and Support Services and Hosting Services provisions to reflect that such services shall commence upon Production Use of the System.
- On December 23, 2013, County began Production Use of the live environment with a very limited number of users focused on activities necessary to begin Pilot 1 Test activities on January 27, 2014.
- Prepare Pilot 1 DMH Directly Operated sites to begin operational use of IBHIS on January 27, 2014.
- Continue testing web services and prepare to test with DMH Legal Entity Providers.
- Finalize financial operational decisions and related testing. Several extensions of testing activities and schedule were required to complete testing.
- Seventy-eight percent (78%) of DMH reports required for Pilot 1 Test have been developed.
- Ninety-seven percent (97%) of RADPlus Modeled forms required for Pilot 1 Test have been developed.
- All user roles have been created and are being reviewed and finalized.
- One (1) gap was reviewed and closed, leaving three (3) gaps to resolve through DMH reports development tools. Also DMH and Netsmart continue discussions to resolve five (5) separate Change Requests developed to provide functionality as described in the functional requirements. Netsmart is currently reviewing these requests. All solutions associated with functional requirements must be delivered and approved prior to Final System Acceptance.
- DMH and Netsmart are jointly assessing IBHIS integration with ADA software currently used by visually impaired staff to develop a solution to identified problems. Currently there are no employees in Pilot 1 with ADA needs.

- PD/PM Status Meetings to resolve contractual, scheduling and project issues and risks.
- Weekly Action Item Meetings with Netsmart are held to review progress on project tasks and open issues requiring discussion and decision to keep project tasks moving forward.
- Netsmart delivered draft of Cutover Plan. County and Netsmart to consolidate their drafts and finalize.
- Continue implementation activities and meetings for testing with Legal Entities, end user training, cutover and site readiness tasks.
- Monitor and manage software modification change submissions and approvals.
- Super users training DMH end-users for rollouts one (1) through three (3).
- Finalize development of IS Push solution.

## C. Change Requests

*List any Change Control Requests identified during this reporting period.*

Change Order #	Description	Effective Date
DMH 1	Delay of final date for Detailed Work Plan to 2/3/12	1/11/12
DMH 3	Election of the Order Connect Application Software	6/29/12
DMH 4	Delay of Deliverable 3.1.2 (Provide Dedicated Network)  Change of Netsmart Project Director	11/9/12
DMH 5	Acquires Other Professional Services for an Integration Professional.	12/21/12
DMH 7	Acquires Other Professional Services to perform an assessment and develop Specifications for Custom Programming Modifications to Client Web Service, Unique Submitter ID, Second Co-Practitioner, and Control Fees.	2/21/13
DMH 8	Acquires other professional Services to establish the CBO	3/29/13
DMH 9	Custom Development: <ul style="list-style-type: none"> <li>• Budget Tracking Account Setup</li> <li>• Capture, validate and store EBP codes from inbound 837P and 837I EDI claims for reporting</li> </ul>	4/2/13
DMH 10	Acquires other professional Services to provide Custom Programming Modifications for <ul style="list-style-type: none"> <li>• Client Web Services</li> </ul>	6/28/13
DMH 11	Other Professional Services to develop Specifications for: <ul style="list-style-type: none"> <li>• Filtered Program List for Modeling – CR# 13</li> <li>• Extended Dictionary Object or Solution – CR# 11</li> </ul> Filtered Program List for Claiming – CR# 12	8/15/13

<b>Change Order #</b>	<b>Description</b>	<b>Effective Date</b>
DMH 11	<p>Other Professional Services to develop Specifications for:</p> <ul style="list-style-type: none"> <li>• Filtered Program List for Modeling – CR# 13</li> <li>• Extended Dictionary Object or Solution – CR# 11</li> </ul> <p>Filtered Program List for Claiming – CR# 12</p>	8/15/13
DMH 12	<p>Other Professional Services to develop Specifications for:</p> <ul style="list-style-type: none"> <li>• Automated 835 Processing in Avatar CalPM – CR# 14</li> </ul> <p>NOTE: [Cost of CN No. 12 will be shared between Los Angeles County and San Francisco County]</p>	8/16/13
DMH 13	<p>Other Professional Services to provide Custom Programming Modifications for:</p> <ul style="list-style-type: none"> <li>• 2nd Co-Practitioner – CR# 3</li> </ul>	8/16/13
DMH 14	Election of 40 additional Topaz Digital Signature Pads.	8/16/13
DMH 15	<p>Increase \$ amount for Other Professional Services for an:</p> <ul style="list-style-type: none"> <li>• Integration Professional</li> </ul>	8/16/13
DMH 16	<p>Other Professional Services to provide Custom Programming Modifications for:</p> <ul style="list-style-type: none"> <li>• Capture, validate, and store EBP codes from inbound 837P and 837I EDI claims for reporting – CR# 10</li> </ul>	8/16/13
DMH 17	<p>Other Professional Services to provide Custom Programming Modifications for:</p> <ul style="list-style-type: none"> <li>• Control Fees based on Funding Source – CR# 4</li> </ul>	8/16/13
DMH 18	<p>Amend name of Third Party Software vendor for document imaging to:</p> <ul style="list-style-type: none"> <li>• Perceptive Software (formerly known as "Kofax Capture")</li> </ul>	9/27/13
DMH 19	<p>Other Professional Services to provide transitional services:</p> <ul style="list-style-type: none"> <li>• CBO/PSO</li> </ul>	11/20/13



Change Order #	Description	Effective Date
DMH 20	Other Professional Services to provide transitional services: <ul style="list-style-type: none"> <li>Transfer the Emergency Indicator from an MS) 837 to the Service Line Emergency Indicator field in CalPM</li> </ul>	11/20/13
DMH 21	Other Professional Services to provide transitional services: <ul style="list-style-type: none"> <li>DMH Practitioner Program Filtering</li> <li>Extended Dictionary Object or Solution</li> <li>Filtered Program List for Claiming</li> </ul>	11/20/13

#### **D. Significant Accomplishments for Current Period**

*Provide a summary of the significant accomplishments and project deliverables during the reporting period. The list should include, primarily, major activities, milestones and key deliverables in a bulleted list.*

- Amendment Number Two enables DMH to successfully complete the implementation of the IBHIS, allows DMH to effectively respond to requirements under the Affordable Care Act (ACA), facilitates Meaningful Use Incentive payments under the Health Information Technology Act (HITECH Act), and provides funding for essential custom modifications to Avatar needed to address requirements unique to the complexity and scale of Los Angeles County.
- On December 23, 2013, DMH initiated cutover to live environment in preparation for Pilot 1 Test. On December 2, 2013, initiated end user training of DMH in preparation for January 27, 2014 (Pilot 1 Test).

#### **E. Planned Activities for Next Period**

*Provide a summary of the planned major activities, milestones and project deliverables to be accomplished during the next reporting period. Express your descriptions in a bulleted list*

- Pilot 1 DMH Directly Operated Clinics begin operational use of IBHIS on January 27, 2014.
- Begin testing client web services with DMH Legal Entity Providers. This is the foundation of our approach to working with Legal Entities under IBHIS.
- Complete development of remaining DMH reports and modeled forms required for Pilot 1 and Pilot 2.
- Complete review and finalization of DMH User roles.
- Netsmart to complete the Requirements Traceability Matrix.
- DMH and Netsmart jointly address open issues with ADA software integration with IBHIS software. Currently there are no employees in Pilot 1 with ADA needs.
- PD/PM Status Meetings to resolve contractual, scheduling and project issues and risks.
- Weekly Action Item Meetings with Netsmart to review ongoing progress on project tasks and any other open issue which requires discussion and decision to keep project tasks moving forward.
- Implement Cutover Plan.
- Continue implementation activities and meetings for testing with Legal Entities, training, cutover and site readiness tasks.
- Review submitted change requests in accordance with IBHIS Change Control Management Plan.
- Monitor and manage software modification change submissions and approvals.
- Super users training DMH end-users for rollout two (2) through three (3).
- Implement IS Push solution.
- Continue developing the CBO organization. Train DMH staff on CBO operational processes.

## F. Critical Issues

*List any Critical or High Priority Issues impacting the project. Issues are events that currently cause a problem moving forward and have an impact to the project schedule, resources or quality of the end deliverable.*

- **Provisioning and Testing Resources** – Provisioning and Testing Resources – With the help of 14 recently trained DMH CIOB employees, DMH CIOB was able to successfully provision all Pilot 1 Contract Providers (11 in total) in about a two-month period. However, this experience has raised a concern regarding the necessary technical resources to successfully provision the rest of the Contract Providers in a very short period of time (about 80 Contract Providers per month). In order for DMH to resolve technical issues during the Contract Provider provisioning process, DMH needs to have technical resources with the right skill set added to the Integration team. Furthermore, there is an urgent need for technical resources to support and address post Pilot 1 technical issues pertaining to real-time (24/7) Contract Provider interfaces like – COS, EDI, Web Services – to ensure all interfaces are fully tested, operational and production ready for the successful integration of Contract Provider data to DMH's system. DMH is working with ISD to assign up to six (6) ISD employees to DMH for the peak period of this activity.
- **Finance Leadership and Implementation Resources for IBHIS Implementation Activities** - Awaiting CEO's allocation of additional positions for CBO. In the interim, County is using Netsmart resources through July 31, 2014. Issue closed and risk profile lowered.
- **IS Push (formerly - Avatar to IS Synchronization)** - The basic IS Push process has been developed and demonstrated. However, it has become apparent that an additional step needs to be added to the process to further reduce the possibility of creating duplicate records in Avatar. Adding this step to the process will move finalization of IS Push close to January 27, 2014, the beginning of operational use by the Pilot 1 directly operated clinic sites. All available resources are being applied to meeting the January 27 deadline; however, if it becomes obvious that January 27 cannot be achieved, some resources will be diverted to develop a short-term workaround that will allow the clinics to move forward on January 27, 2014. Risk profile lowered.
- **Completion of CalPM and MSO Configuration activities based on the To Be Central Business Office (CBO) and Provider Services Office (PSO) models** – Netsmart's configuration of the billing and claiming components are being reviewed by County during integrated testing. County has provided a list of four (4) critical issues in addition there are deficiencies reported during Integration Testing pending resolution by Netsmart. Frequent discussions and testing with Netsmart are underway to resolve the four (4) critical issues impacting the initiation of Pilot 1 test by January 6, 2014. Internal testing of MSO will extend beyond the scheduled completion date pending resolution of associated deficiencies, required before February 20, 2014. PSO has completed configuration, testing and training activities and are scheduled to begin initial use of the system. The issue title and risk profile will be updated accordingly.
- **IBHIS Application Trainers Identification** – Identification of additional Super Users to assist with Pilots 1 and 2 and Roll out Group 3 were obtained. Super Users were identified for most sites and will train end users. Issue closed and Risk profile lowered.
- **Delay in the development of CBO and PSO** – Development of PSO is completed, staff has been trained and will begin initial Production Use of the system. An additional PSO support resource was acquired through Change Notice Number Nineteen (Other Professional Services to provide transitional services CBO/PSO) and existing CBO staffing retained through Change Notice Number Nineteen. County is still awaiting CEO's allocation of additional positions for CBO. In the interim, County is using Netsmart resources. The issue/risk title will be updated accordingly.
- **Time constraint in completing overlapping outstanding IBHIS implementation tasks with existing resources by pilot test dates** – The recommendation to move the Pilot 1 date to January 27, 2014 is largely attributed to the high number of outstanding tasks and the limited number of skilled resources

required to address billing rules, understand how Avatar handles 835's; finalize the contract provider companion guide; test newly developed forms and reports; complete integrated testing; finalize and execute the cutover plan; complete change requests required for software development; etc. Multiple high priority predecessor tasks continue to remain outstanding and have impacted the completion of testing, training and cutover deliverables. To minimize impact to Pilot 1 sites, clinical project team resources will be shifted from training support to assisting Pilot 1 sites as they prepare the Live environment for Production Use.

- **Additional Resources for Site Assessments** - DMH requires additional resources beyond the two (2) who are partially assigned to perform the technical and training assessment for DMH directly operated sites. Tasks have been completed for IBHIS Pilot 1 locations and the assigned employees continue to visit all the remaining sites. Although four (4) of eight (8) roll-out group assessments have been completed, technology procurement, deployment, and support remains a concern because of continuing resource constraints.
- **Delayed Development of IBHIS Cutover Plan** – Both Netsmart and DMH have completed their section of the Cutover Plan and need to consolidate them into a coherent document to guide the cutover activities. Contention for resources is a challenge.
- **Impact of unresolved Error Correction task in clinical and financial operations on training, forms/reports creation and other IBHIS implementation tasks** - Impact of revisiting the Error Correction process late in the project is adversely affecting DMH's ability to complete dependent tasks by established timelines, e.g., forms development, integration testing, training material development required for IBHIS. Forms are developed and training materials are being developed. Risk profile lowered.

## G. Risk Update

*Include any critical or high risk updates. Risks are events that might cause problems, at a future date, with the project schedule, resources or quality of the end deliverable.*

### Explanation of Categories:

- **Probability (High):** Most certainly or very likely to occur.
- **Impact (High):** Significant impact to project scope, cost or schedule which is likely to threaten and undermine project completion.
- **Timeframe (Short):** A three (3) month or less estimation as to how long the risk will be relevant.
- **Response (Mitigate, Watch, and Accept):** Resolve through mitigation, watch to monitor development, or accept and develop a contingency plan.

ID	Risk (Describe the risk in simple terms, provide details)	Probability (High)	Impact (High)	Timeframe (Short)	Response (Mitigate, Watch, Accept)
34	<p><b>Title</b> - Netsmart must comply with County's requirement to establish a Service Request Tracking System (SRTS) in accordance with the Agreement prior to integration testing.</p> <p><b>Description</b> - Netsmart must comply with County's SRTS requirements per the Agreement.</p> <p><b>Status</b> – Release delivered and verified by County as compliant with its requirements. Risk profile has been lowered.</p>	☒	☒	☒	Risk Avoidance

ID	Risk (Describe the risk in simple terms, provide details)	Probability (High)	Impact (High)	Timeframe (Short)	Response (Mitigate, Watch, Accept)
	County's request for workflows from Netsmart to develop change management procedures for software release and install processes remains pending.				
40	<p><b>Title –</b> CBO Risk - DMH ability to commit staff at go live.</p> <p><b>Description -</b> CEO approval of requested items to partially staff the CBO is still pending. A follow up meeting was held to respond to requests. Due to the delay in getting the items approved, the hiring process will most likely continue through early December 2013 or January 2014. This will require Netsmart CBO staff to handle billing cycles at go live until DMH staff are hired and trained. It will require additional resources to sustain Netsmart contract resources to manage billing for DMH.</p> <p><b>Status –</b> County is still awaiting CEO's allocation of additional positions for CBO. In the interim, County is using Netsmart resources. The Risk to project is lengthening the hiring process using existing candidate lists and extending the hiring process well past the January 27, 2014 go live date. Currently CBO has identified four (4) FTE to position at go live not meeting minimum staffing.</p>	☒	☒	☒	Risk Mitigation